

# International Evaluation of the National Library of Finland

**Report of the evaluation panel**

Reports of the Ministry of Education and Culture, Finland 2011:14



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# Foreword

International evaluations of national libraries, as unique and diverse as these institutions are, nevertheless raise high interest in the international library community. Against the background of their long history of international cooperation, similar types of questions arise about the future roles of national libraries as representatives of high-level expert cultural institutions. As the importance of digital access to information has gained more emphasis in society, the task of providing access to cultural heritage materials and especially the task of preserving the cultural heritage in digital format has become crucial.

The purpose of this International Evaluation is to consider the future development of the National Library of Finland within the general context of the Finnish Information Society and according to the remit set out by the terms of reference given to the Panel by the Ministry of Education. The Panel has striven to understand the role and current responsibilities of the National Library, its strengths, its opportunities and, of course, the great challenges facing it. In particular it has focused attention on the areas that need further development, given the great changes currently taking place in Finnish higher education and society as well as in the global information environment.

We would like to thank all those who have assisted us in the evaluation, which has been based on desk research, site visits and interviews. These covered not only the functions of the National Library of Finland but also gave us the chance to obtain the views of many of its stakeholders. Our discussions with key persons from the Ministry of Education and Culture, the University of Helsinki, the National Library as well as representatives of all library sectors (university, polytechnic, public and special libraries) and also individual scholarly researchers and donors were very productive. The evaluation documentation has been accessible for the Panel in a wiki provided by the National Library and the material has given us an informative insight into the National Library as a whole.

We would like to express our gratitude to the Ministry of Education and Culture, University of Helsinki and the National Library of Finland for their willingness to provide us the facilities and premises for the assessment. We would not have been able to do this evaluation without the support of the National Librarian Kai Ekholm and his staff.

In particular we would like to thank the Steering Committee chaired by Director Leena Vestala of the Ministry of Education and Culture. The members of the secretariat and also Marianne Österberg from the Ministry of Education and Culture deserve special mention.

Our views, for which we are exclusively responsible, are to be seen in support of the development of the National Library of Finland and we hope that we have reflected faithfully what we have been told, read and observed in our visits to Finland over the past year. We thank you for inviting us to conduct this Evaluation which has been a valuable exercise for the members of the Panel.

**Wim van Drimmelen** (chair)

**Gunnar Sahlin**

**Eero Vuorio**

**Anne Lehto** (secretary)

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# Report of the Evaluation panel

## General Comments

### Striking Achievements

Over the past decade the Finnish library sector has succeeded in building up a comprehensive and impressive information infrastructure across all library sectors, based on strong consortia and centralised services, for the benefit of all participating libraries. This is a striking achievement and rather unique internationally, although the same approach can also be seen in some other European countries. This would not have been possible without the proactive support from the Ministry of Education and Culture, inspired by a future oriented policy vision.

The demanding role of the National Library of Finland (NLF) has been to build up, develop and coordinate a variety of consortia, centralised services and networks on behalf of different stakeholders. The leadership and staff of the NLF performed this role successfully, which is a major achievement. In addition, the recent organisational restructuring of the National Library of Finland appears to be well established and, in a positive way, to support the functional structure of the Library. Further, the Panel wants to point out the active involvement of both directors and staff of the NLF in international cooperation. Just two examples: National Librarian Kai Ekholm has served as chair of the IFLA Committee on Free Access to Information and Freedom of Expression (FAIFE),

whereas Deputy National Librarian Kristiina Hormia-Poutanen currently functions as a vice president of the Association of European Research Libraries, LIBER. Among its peers the NLF is recognised for its expertise.

### The Future Perspective as a Point of Departure

The point of departure for the evaluation was the future perspective. The relative weight of digital resources will continue to grow, whereas at the same time the use of printed sources may still go down, but will not disappear. Accordingly, the demand for cross sector networks, consortia and centralised services will continue to grow as well. This future development will intensify the need for a close cooperation within and across sectors and will raise the demands on communication mechanisms with all stakeholders. In order to meet those challenges the NLF needs ample scope for manoeuvring and adapting to new situations. Proactively responding to the digital development, the future of the NLF can be envisioned as an opportunity to develop further a nation wide infrastructure that offers integrated access to digital content and digitised cultural heritage material, relying on centralised services and a harmonised architecture, actively linked in with the international information infrastructures.

## Inherent Tensions and Possible Conflicts

During the review, it became clear to the Panel that the remit of the NLF and its institutional setting may inherently give rise to tensions and possible conflicts. This in itself however is no reason for concern, nor does it indicate that current arrangements would be inadequate. These tensions are, so to say, just “part of the game”.

- Within the NLF there are a variety of tasks to be fulfilled: cultural heritage & research library, provider of library network services and major actor in the field of digitisation. Quite naturally these tasks compete for scarce resources.
- The NLF's institutional status as part of the University of Helsinki may confront both parties involved with diverging interests and ambitions, for example, in the field of financial arrangements or the division of tasks between NLF and Helsinki University Library.
- The NLF serves four library sectors (university libraries, polytechnic libraries, public libraries and special libraries) with possibly diverging demands. On top of this diversity of user groups, the Panel recognised that there is not necessarily consensus within the separate user groups.

As stated above, these facts in and of themselves are not necessarily a reason for concern or doubts about the adequacy of institutional arrangements. On the other hand, wherever tensions do arise, they must be handled effectively, and for this, adequate mechanisms are needed. Basically inherent tensions ask for transparency and dialogue. Therefore a number of the Panel's recommendations concentrate on furthering both transparency and dialogue.



# Recommendations

## 1 Past achievements and future challenges

Over the past decade the NLF has successfully assumed a central role in developing the national information infrastructure, which serves all library sectors and effectively faces the challenges of the growing impact of digital information. **The Panel has established that the Finnish nation may take pride in these achievements of its national library.**

As the relative importance of digital information will keep rising however, continued efforts will be needed to cope with new demands. To meet the challenges, conditions must be created for all parties involved and the NLF in particular to further deploy their future role. **The Panel therefore recommends measures to be taken in the field of governance and funding.**

## 2 Strengthening gradually the relative autonomy of the NLF within the University of Helsinki conglomerate

Successful deployment of the NLF's future role requires a large degree of freedom to manoeuvre, to act timely and to develop its own profile. Is the current position of the NLF under the umbrella of the University of Helsinki compatible with this need? The NLF and the University of Helsinki share a long and impressive history of almost 400

years. This in itself is reason enough for reluctance to separate the two. Moreover separation might give rise to awkward legal, financial and practical issues. Therefore a complete separation would come at a substantial price. **The Panel came to the conclusion that the needs of the NLF can be met without a complete separation and therefore recommends that the NLF should stay as an independent institution within the University of Helsinki conglomerate.**

However, the Panel also recommends that the relative autonomy of the NLF gradually should be strengthened by implementing a number of measures in the areas of governance structure, financial reporting and internal management within the University of Helsinki conglomerate. This increased relative autonomy should empower the NLF to adequately respond to the challenges in the information environment with more focus on digital information and networks.

### 2a Composition of the Board of the NLF

In order to underline the relative autonomy and the national role of the NLF **the Panel recommends that the chair of the Board of the NLF should be a public person from outside the University of Helsinki.** However, the composition of the Board appears balanced and there is no need for changes in legislation in other respects.

## 2b Financial transparency

The financial report of the NLF should be restructured in order to separate the income and expenses allocated for and spent on the national tasks from the income and expenses related to the services provided for the University of Helsinki. Restructuring the financial report along these lines should enhance relative autonomy within the University of Helsinki and transparency towards the University of Helsinki and the library sectors. Accordingly the composition of delegations and the structure of the negotiations between the NLF, the Ministry of Education and Culture and the University of Helsinki need to be reconsidered. Agreements about the national funding of national tasks should be negotiated between the NLF and the Ministry directly.

## 2c Business-like service agreement

The “Service Agreement” that currently is in place between the University of Helsinki and the NLF under the name “Target Programme” should be developed further in order to make the relationship between the University of Helsinki and the NLF more transparent and business-like. The Target Programme should not only comprise the services provided by the NLF to the University of Helsinki but also the services that the NLF receives from the University of Helsinki.

## 2d Intensified collaboration with University of Helsinki Library

In order to provide a structural managerial basis for the cooperation between the NLF and the University of Helsinki Library it is recommended that the NLF director and the director of the University of Helsinki Library meet at regular intervals under the chairmanship of the vice rector of the University of Helsinki. The meetings should take place at least twice a year to periodically evaluate the fulfilment of the Target Programme and the Description of Cooperation and Division of Labour and to discuss the development of

the libraries. The aim of the meetings is to make sure that overlaps in services and collections are avoided and to enhance dialogue and collaboration between the two largest research libraries in Finland. Collaboration on other levels of operation should also be intensified concerning collections policy and joint services, such as the HELKA database. The ultimate aim of the collaboration at all levels is to provide a joint service landscape with a seamless interface for the researchers.

## 3 Permanent development of the dialogue with stakeholders

In Finland the commitment for centralised library services has been remarkably strong with rewarding results. The service structure is supported by the Ministry of Education and Culture. In a rapidly changing information environment the NLF serves four separate library sectors, which in their turn also display a large degree of diversity. As a consequence the NLF has to face the need for a permanent and intensive dialogue with all stakeholders involved. The Panel appreciates the fact that mechanisms for dialogue, like steering groups and user surveys, are in place and that resources are devoted to this. Nevertheless, the Panel recommends that the leadership of the NLF should on a regular basis reassess and develop further the cooperation and communication structures of the Library with its stakeholders. Further, the assessment and restructuring should be made visible for the library sectors and other stakeholders.

## 4 Digitisation, National Digital Library and long-term preservation

### 4a Sustainable funding of digitisation

Over the past years major digitisation projects have been carried out by the NLF, to the benefit of a large audience. The Panel however has also established the lack of continuity in the funding of digitisation and recommends a more sustainable funding to be arranged. Lack of continuity in funding also entails the risk of underutilising the full capacity of the

equipment and expertise built up in the Mikkeli Centre for Preservation and Digitisation. **The Panel recommends that ways be sought to strengthen the position of the Mikkeli Centre as a service provider to all library sectors and other heritage institutions, in order to avoid not only underutilisation of their excellent facilities, but also the emergence of dispersed facilities elsewhere.**

#### 4b Government commitment to the National Digital Library

On the site visit in Helsinki in May 2010, the Panel learned that there are a large number of different databases and interfaces currently used in Finnish libraries and other cultural heritage institutions for different purposes. Consequently, the Panel was missing a holistic picture of the information landscape of the Finnish MLA sector (Museums, Libraries and Archives).

Later the Panel became acquainted with the joint MLA sector National Digital Library (NDL) project funded by the Ministry of Education and Culture. The Panel sees that, from a user's point of view, providing access to different databases through only one single user interface would be a significant improvement. The Panel appreciates that the NDL provides an integrative and more holistic vision for the future management and development of digital MLA information systems as part of a more inclusive digital society.

However, **the Panel** is concerned by the fact that the NDL does not have permanent funding and **recommends structural financing to be allocated for the maintenance and development after the current project funding ends. The Panel considers it of vital importance that the NDL should be included in the Government Programme of the next Finnish government.**

#### 4c Gap in the national information infrastructure concerning long-term preservation of digital cultural heritage materials

The Panel is aware of the fact that long-term preservation plans and cost-benefit analyses have been made within the National Digital Library

project. Nevertheless the Panel wants to point out that there is a major gap in the national information infrastructure concerning long-term preservation of digital cultural heritage materials.

Accordingly, **the Panel recommends that decisions about the long-term preservation should be made shortly and commitment from the Government should be demonstrated by structural funding.** The candidates presented for the Panel as potential actors in long-term preservation processes are the NLF, the National Archives Services and the CSC IT Centre for Science. **The Panel recommends that there should be a division of labour between these three responsible actors.**

### 5 Merging of the NLF with the National Repository Library

In view of their respective centralised roles in the national information infrastructure, a merger of the National Repository Library and the NLF should be considered positively. However, before implementing a merger, the conditions for the merger should be settled including the terms of labour, the number of staff and the position of different patron groups.

### 6 The challenge of balancing between traditional tasks and running innovative projects

Over the past years the NLF has embarked on a number of large, innovative projects, mostly with a nationwide scope. Those projects compete with each other and with the more permanent tasks for resources (especially human resources) that are of a limited availability. Of course this puts a strain on the organisation. The interviews with staff indicate however that the organisation might have been overstressed and projects understaffed. **The Panel therefore recommends that the leadership of the NLF consider the need to reassess the allocation of resources and to rearrange priorities accordingly. Allocation of adequate resources should be guaranteed for the duration of projects, and the implementation phases should be looked after.**

## **7 The need for upgrading the physical facilities in the NLF**

The interviews with students and researchers confirmed the impression of the Panel that the NLF's physical facilities as well as e-service deserve a serious upgrading, to meet the expectations of both modern day students and experienced researchers.

## **8 Developing further the Friends of the National Library network**

The NLF enjoys the support of an active group of "Friends", which is a great benefit especially in the area of old and special collections. **The Panel recommends that this asset be developed further and given a more formal structure by, for example, establishing an association or a foundation.** This should enhance continuity in activities and raise the visibility of support from private citizens.

# Background to the Evaluation

## The Organisation and the Aims of the Evaluation

On 15 March 2010, the Ministry of Education of Finland (currently the Ministry of Education and Culture) nominated an international expert Panel to evaluate the operations and prerequisites of one of Europe's most multidisciplinary national libraries, the National Library of Finland.

The panel had three independent, eminent experts as members, one of the members being a Finnish expert versed in the operation of Finnish universities and the Finnish research system.

The Ministry of Education appointed the following persons to the panel:

- Chair: *Wim van Drimmelen*, former Director General of the National Library of the Netherlands
- Member: *Gunnar Sahlin*, Director of the National Library of Sweden
- Member: *Eero Vuorio*, Director of Biocenter Finland
- *Anne Lehto*, Head of the Department Library of Health Sciences at Tampere University, acted as expert secretary to the panel.

In addition, the organisation for the evaluation comprised a national steering committee and a secretariat.

The Ministry of Education appointed Director Leena Vestala to chair the steering committee

and as members Kai Ekholm, Director and Chief Librarian, National Library of Finland; Ulla-Maija Forsberg, Vice-Rector, University of Helsinki; Eeva-Liisa Lehtonen, Chief Librarian, HSE Library, Aalto University; and Hannu Sulin, Counsellor for Cultural Affairs, Ministry of Education.

The steering committee was assisted by a secretariat composed of Dorrit Gustafsson, Director of Administration and Development, National Library; Anne Luoto-Halvari, Senior Advisor, Ministry of Education; and Tiina Äärilä, Head of Administration, Helsinki University Library.

The ultimate aim of the assessment was to support the operational development of the National Library with respect to its ability to meet future challenges. Accordingly, the Panel was assigned to evaluate:

- The quality and impact of the National Library services and operations in terms of information society, the academic community, the library sectors and other clientele
- The effectiveness of the steering, financing and management of the National Library as part of the University of Helsinki and as an institution performing national duties subject to performance steering by the Ministry of Education.
- In addition, the assessment was assigned to pay particular attention to the present response of the entity, strategic choices and organisation of the National Library to the challenge of preserving and

making available the national cultural heritage and to the challenges of future digital and networked information environments. The evaluation was also assigned to consider the proposals put forward by the committee on the structural development of the higher education libraries related to the National Library.

The assessors were assigned to generate proposals and recommendations for the National Library of Finland's future development, particularly with respect to the above-mentioned paragraphs 1–3. Proposals should take into account changes in the operational environment such as the expectations associated with digitised services, as well as the structural and economic changes taking place in teaching, research, and public administration.

## **The Evaluation Process**

A Steering Committee, chaired by director Leena Vestala from the Ministry of Education and Culture, was formed in 2009 to prepare and coordinate the evaluation.

The evaluation was carried out by an international Panel of three independent high-level experts at a national and international level: Dr Wim van Drimmelen (Chair), Director and National Librarian of Sweden; Gunnar Sahlin; and Professor Eero Vuorio. Anne Lehto acted as Secretary. Full biographies can be found in Appendix B.

The review was based on information derived from desk research, interviews and visits. In addition, the Chair of the Panel and the National Librarian of Finland had a fact finding discussion in Amsterdam on 3 September 2010.

First, a wealth of evaluation documents, both printed and electronic, was delivered to the Panel for desk research. The background material included the Library's self-evaluation report, documents relating to the operational environment, such as legislation, strategies, policies, agreements and committee reports pertaining to the library system, digitisation, development of the higher education system and the University of Helsinki, and the like. A full list of the evaluation documents that the Panel considered can be found in Appendix C.

In addition, the National Library provided the Panel with a wiki platform where all the materials were stored and made accessible on the web. The wiki also enabled the Panel's collaborative knowledge sharing. Furthermore, the Steering Committee was provided with a separate wiki.

Second, the evaluation process included two site visits by the Panel. The first site visit took place 23–24 May 2010. The aim of the visit was to meet the steering group and get an overall picture of the National Library as a part of the Finnish library network and to learn about the guidance system and the legal context as well. The interviews were conducted in the second site visit of the Panel on 26–28 October 2010 to the premises of the National Library of Finland. The Panel interviewed a total of 57 people representing key actors and stakeholders of the National Library. These persons were interviewed in a total of 19 interview sessions. Most of these were conducted as group interviews where the number of interviewees in one session ranged from one to six people. All members of the Panel were present in all the interview sessions. A full list of interviewees can be found in Appendix G.

## **Description of the National Library of Finland**

### **Historical and Statutory Development**

The history of the National Library of Finland dates back to the establishment of the Academy of Turku in 1640. The history of the National Library and its predecessor, the Helsinki University Library, parallels the history of the Swedish kingdom and, subsequently, of the Russian empire. The library collections grew through donations and purchases. A letter from the Royal Chancellery in 1707 ordered all printing houses in the Swedish realm to relinquish one copy of each publication to the country's universities. During the years 1809–1917, Finland was an autonomous grand duchy of the Russian empire. The University received all publications printed in Russia between 1820 and 1917 as legal deposits. The University's Russian Library, previously an independent institute, was



incorporated into the University library in 1924. Thanks to the legal deposits that it received, the National Library now holds the world's largest collection (outside Russia) of Russian literature and the literature of the other nationalities of Russia published before 1917.

The Academy of Turku had collected some 40,000 volumes over almost 200 years when it was destroyed in 1827 in a fire that ravaged a large part of Turku and, with it, its Academy and Cathedral. Only about 800 items that had been loaned were saved. The University had to recreate its library collection from scratch. The library's scholarly collections expanded in the 1820s and 1830s as a result of major donations from abroad, especially from Russia.

The University relocated to Helsinki and began to operate in 1828 as the Imperial Alexander University of Finland. It was first housed in temporary facilities until the building designed by Carl Ludvig Engel was completed in 1832. The new library building to the north of the University building was inaugurated in 1845.

In 1919, the University was renamed the University of Helsinki and its library became the Helsinki University Library. The Act on the Freedom of the Press in that same year contained provisions on the obligation to assign legal deposits and established the network of legal deposit libraries throughout Finland.

Over the past four decades, the Library's status and mission have been defined in the Universities Act and Decree as well as in regulations on legal deposits.

From 1997 the Library was designated as the National Library. Nevertheless it was not until 2006 when the name was officially changed from Helsinki University Library to the NLF. In this conjunction, the Library's role as service provider for the whole Finnish library network was extended (by Amendment 556/2006) to the Universities Act. There were two committees established by the Ministry of Education to prepare this amendment.

Moreover, at the beginning of the year 2008 the Act on the legal deposit and preservation of cultural materials (1433/2007) enlarged the duties

of the NLF as recipient of legal deposits to retrieve and store online material available to the public in information networks.

The mission and status of the National Library of Finland are regulated by the Universities Act (558/2009), by Government Decree (770/2009) as well as by the Act on the deposit and preservation of national cultural materials (1433/2007).

The new Universities Act (558/2009) entered into force in 2010, changing the status of Finnish universities into independent institutions under public law, but the mission and status of the National Library did not change. According to the Universities Act,

Attached to the University of Helsinki is the National Library. The National Library is responsible for the storage, maintenance and accessibility of the national cultural heritage in its field of operation.

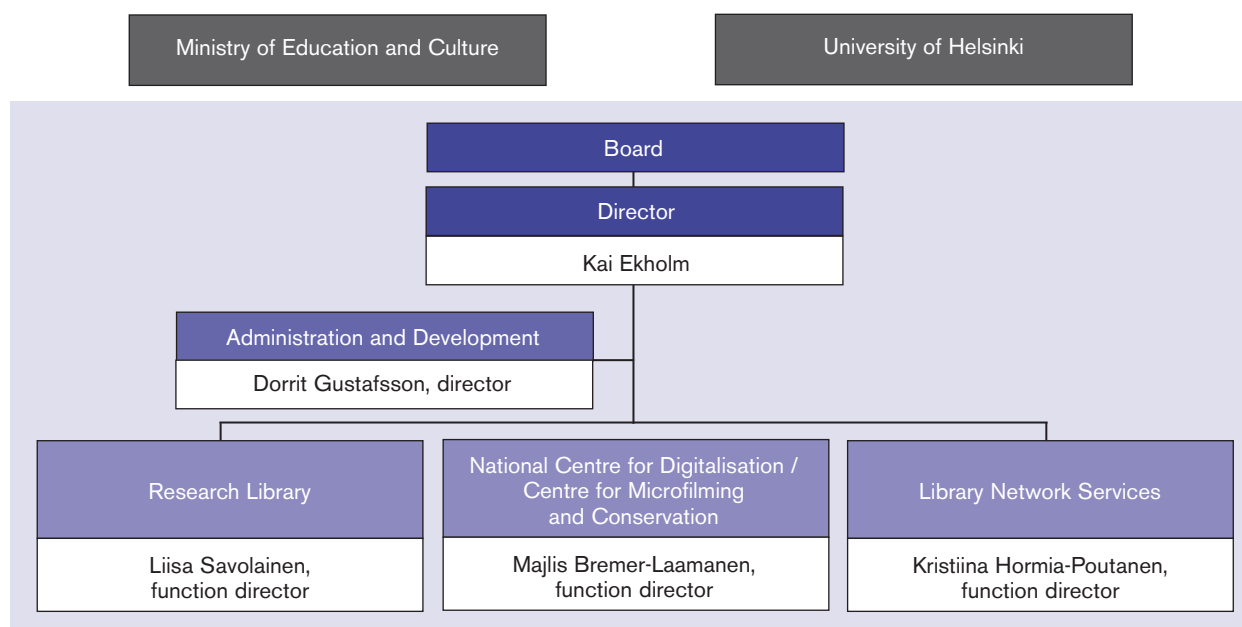
The mission of the National Library shall be to develop and offer national services for university libraries, public libraries, polytechnic libraries and special libraries and to promote national and international cooperation in the library field. The mission of the National Library shall otherwise be governed by the Act on the deposit and preservation of national cultural materials.

The Universities Act (558/2009) legislates the composition of the Board of the National Library and the Government Decree (770/2009) stipulates provisions concerning the remit of the Board.

### **Organisation and Steering**

The current organisation structure of the National Library is described in the following figure.





**Figure 1.** Organisation and directors of the National Library of Finland.

The steering and management of the National Library is operated on six levels:

- 1 The Ministry of Education and Culture,
- 2 the University of Helsinki,
- 3 the Board of the National Library,
- 4 the director of the National Library,
- 5 function directors and the director of Administration and Development and
- 6 heads of units.

The Ministry of Education and Culture steers the implementation and funding of the National Library's national duties through negotiations, agreements, the Board, various working groups and projects, and documents relating to the steering of universities.

The University of Helsinki steers the National Library as its framework organisation through negotiations, agreements, the Board, reports, meetings between leaders, various working groups and projects.

The University of Helsinki and the National Library have concluded separate agreements concerning national services such as the NELLI portal, joint statistics and maintenance of the joint

union catalogue LINDA. However, concerning the services provided by the National Library to the University of Helsinki, the University and the National Library, there's a Target Programme 2010–2012 between the National Library and the University of Helsinki. In addition, the National Library and the Helsinki University Library have agreed upon cooperation and division of labour in Description of Cooperation and Division of Labour between the Helsinki University Library and the National Library of Finland 2010–2012. In the Description, the NLF and the UHL agree among other things on local and research services on the City Centre Campus, on local administration of the NELLI information retrieval portal and on division of labour in the administration and development of digital archiving services at the University of Helsinki as well as on guidelines for development collaboration.

The National Library has a Board, the duties of which are defined in the Universities Act (558/2009) and in the Government Decree (770/2009). The Board has an equal number of representatives nominated by the Ministry of Education and the University of Helsinki. The Board deals with all issues of far-reaching importance for the National Library and makes proposals to the University and

the Ministry of Education. The Board convenes four or five times a year and the members serve for a term of office of four years. A representative of the University of Helsinki chairs the Board. The Board includes representatives from all library sectors and a representative of the publishing branch. The director of the National Library serves as the presenting official, and matters are prepared for presentation by the director of Administration and Development.

The director of the National Library heads the operations, staff and finances of the National Library. The director's responsibility over finances increased with the recent university reform. The duties of the director of the National Library are defined in the University of Helsinki Regulations. The National Library's special status also affects the director's duties.

The function directors and the director of Administration and Development head the operations of their units and participate in the strategic management of the National Library. The positions are permanent, but the directors have contracts for three or four years. The contracts define the duties and objectives of each director. The director of the National Library assesses results once a year, and objectives are reviewed. The director of the National Library and the function directors meet regularly to discuss strategic guidelines and to prepare matters.

The functions and Administration and Development are internally divided into units, which are managed by heads. The heads are responsible for supervision and the duties of immediate superiors.

The National Library has a Steering Group with representatives of the National Library leadership and staff and the National Library press officer as well as experts on the issues to be dealt with, when needed. The Steering Group convenes once a month to discuss issues of central importance to the operations of the National Library. The Steering Group also discusses and monitors all projects receiving funding from outside the National Library.

From the beginning of 2010, the National Library has been organised into four functions: three profit areas and Administration and Development. In 2014, all of the units of the National Library will be located in the centre of Helsinki, with the exception

of the Centre for Preservation and Digitisation in Mikkeli. The units are:

- The Research Library
- The Centre for Preservation and Digitisation
- Library Network Services

In 2009, the National Library employed 335 people, of whom 124 (37%) were fixed-term staff. (Of the 124 fixed-term employees, 54 worked in the project for the promotion of the National Digital Library. Excluding the project staff, fixed-term employees would account for 21% of all staff.) The number of fixed-term staff was a marked increase from previous years. This increase can be attributed to the project for the promotion of the National Digital Library, which received stimulus funding from the Government's supplementary budget.

### Funding

Funding for the National Library is based on two main sources: the governmental subsidy from the Ministry of Education and Culture directed at national tasks (more than EUR 15 million) and the self-financed funding from the University of Helsinki (approximately EUR 5 million). In addition, funding for the National Library includes supplementary funding for a variety of development projects. The ratio of University funding to all basic funding is approximately 20%. Most of the funding comes directly from the Ministry of Education and Culture.

The funding from the Ministry also includes the centralised funding share directed at the general services for libraries. Centralised funding from different units of the Ministry of Education is also provided to the budget of the National Library to support services for the libraries of universities and universities of applied sciences as well as public libraries. This amounts to nearly EUR 5.5 million annually.

Most of the projects of the National Library are headed or otherwise funded by the Ministry of Education and Culture.

At present, the National Library's budget is tied to the four-year agreement between the Ministry

of Education and Culture and the University of Helsinki and annual amendments are made only to the most compelling items.

The National Library conducts separate negotiations with the Ministry of Education and Culture, which supplement the performance negotiations with the University of Helsinki. A memorandum of the National Library's negotiations with the Ministry will be included in the University's performance agreement. The proposal drafted for the negotiations will be submitted to the Ministry under the University. The negotiations are typically organised in the spring, and participants include representatives from the National Library, the Ministry of Education and Culture, and the University.

In 2004, the Follow-up Evaluation of UH Library and Information Services recommended a clear separation or distinction of the budget of the National Library from the University budget as the Follow-up found unclear what the services rendered to the University exactly were. Consequently, the Follow-up review advised that the UH amount of money (e.g., in 2009 EUR 4.6 million) should be specified.

Further, the self-evaluation results by the NLF in 2010 indicated as the NLF's strengths among other things the joint budget preparation with the function areas and the function-specific financial reports, but according to the self-evaluation, cost accounting and economic efficiency needed further development.

### **Strategic Objectives**

Based on the Finnish National Library Strategy 2006–2015, the strategic objectives of the National Library focus on responsibilities for

- The preservation of the printed national cultural heritage and its availability for information seekers
- Joint library services for the library network and their development
- Digitisation of the national heritage
- Support for research in the humanities with high-grade information resources

- High quality cultural services and the promotion of Finnish literary culture

The greatest challenges in the coming years for the National Library include direction of the Finnish information services and management infrastructure, construction and maintenance of a successful integrated system architecture, the development of digital services, digitisation and the long-term preservation of content, the revision of legislation relating to the published heritage to enable electronic distribution and use, the drafting of copyright agreements and the strengthening of the Centre for Preservation and Digitisation.

The success of the National Library is dependent on the development of the overall economy. The digitalised operating environment requires new investments so that library activities can be moved into the digital era. All actors must have a strong vision, well-defined intentions and strategic guidance in order to respond to future challenges.

### **Achievements and highlights of the National Library in the forefront of Finnish information society**

Finland is known for its comprehensive library network, high user rates and effective use of technology and information networks in libraries.

Municipal libraries, research libraries, special libraries and libraries at educational institutions form part of the national and international information service network. Both municipal and research libraries are open to all. Students use public and research libraries side by side. The NLF and the National Repository Library serve the whole library network and thus form the basis of the national information infrastructure. The Finnish system of providing a joint repository for both academic and public libraries is unique in the world.

In the last two decades, the NLF has been in the lead and forefront of many significant endeavours in building a Finnish information infrastructure for the benefit of education, research and the society as a whole.

During the terms of the current National Librarian Professor Kai Ekholm and his predecessor Professor Esko Häkli, the NLF has not only been able to take care of the national publication cultural heritage but also to build up and provide services connected to the modern digital research infrastructure, which benefits the whole Finnish information society.

The development of library information systems in Finland has been highly centralised and rational, thus delivering obvious benefits with respect to efficiency and finances. The NLF together with higher education libraries has purchased and deployed the key national library applications through which the use and availability of printed and electronic resources in Finnish higher education libraries are managed. In hardware purchases, cooperation with CSC – IT Center for Science has resulted in effective centralised server solutions.

In this millennium, the NLF has been strategically developed from collection orientation towards a modern service oriented organisation in order to react to and anticipate the needs of the rapidly changing information landscape. The NLF has progressed by establishing three working divisions (Research Library, National Centre for Digitisation/ Centre for Microfilming and Conservation and Library Network Services) within it to be able to more effectively and innovatively handle on different levels of operation the expanded complex of tasks for different stakeholders.

### **FinELib**

One of the success stories of the Finnish information society has been the National Electronic Library, FinELib. Started as a project in 1997 by the Ministry of Education, the objective has been to improve conditions for research, learning and education in Finland by enhancing the availability and use of high quality information resources in the country. Since 2000, FinELib has been part of the NLF. Currently, the FinELib consortium comprises Finnish universities, universities of applied sciences, public libraries and a number of research institutes

and special libraries, 101 organisations altogether. FinELib negotiates licence agreements centrally on behalf of its member organisations.

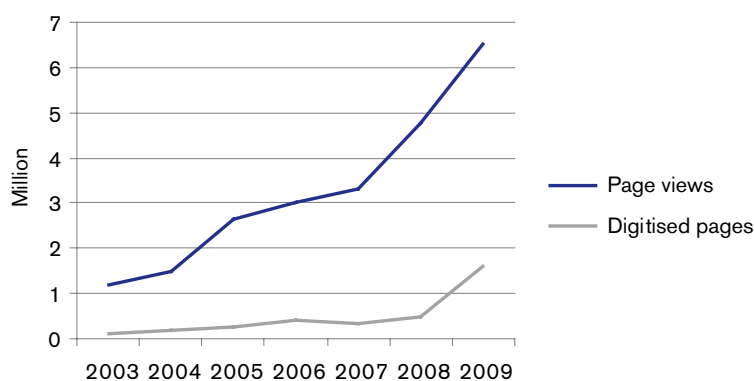
### **Digitisation**

As a pioneer in the digitisation of Finnish cultural heritage, the NLF has progressed by setting up a microfilming and conservation unit in Mikkeli in 1990, and further developing it into the Centre for Preservation and Digitisation. At present, the Centre is an expert in digitisation and preservation and responsible for the digitisation and preservation policies of the NLF. In 2007–2009, under a scheme for Mass Digitisations funded by the Ministry of Education digitisation processes, production and workflows were renewed and new expertise acquired.

The strategic objective of the National Library is to enable cultural and scientific heritage content to be widely accessible online. Through digitisation, the National Library enhances the visibility, accessibility and usability of its unique collections. Digital collections are used in virtual environments, particularly in research, learning, by the public and in new media and creative endeavours.

The Centre for Preservation and Digitisation launched its digitisation efforts in 1998, and now digitises both microfilm and original material. The focus is on the National Collection and other specialist collections of the National Library. The Centre digitises newspapers, journals, books, ephemera and recordings.

The annual production volumes of digitisation have varied considerably due to a strong reliance on project funding. Important advances in digitisation have included the launch of a newspaper library enabling full text search as early as 2001, investments in the digitisation of recordings as of 2005, the launch of the development of mass digitisation processes and the related introduction of an automatic scanner in 2008, as well as the piloting of a library-wide collections monitoring system in 2009. The Centre has invested heavily in the development of logistics processes for digitisation and the improvement of metadata skills.



**Figure 2.** Digital production and user figures from 2003–2009

Further, it has created an operating environment which is scalable, but has not yet been able to fully exploit this feature. Development work will continue through the exploration and use of opportunities for crowdsourcing.

Digital production numbers and the user figures for digital material show that investments in digital production are reflected in the use of digital material. The launch of new material and related media publicity also increase user numbers.

### Legal Deposit

In Finland, the new law on legal deposit entered into force on 1 January 2008. Since the Finnish Copyright Act was revised at the beginning of 2006, the NLF has harvested internet resources from the net to its web archive. The NLF has the right to communicate material in its web archive to be used in its own premises and in the premises of other Legal Deposit libraries and in the National Audiovisual Archive. The Finnish legislative basis was presented at the 2010 Conference of Directors of National Libraries (CDNL).

### Collections

The current collections of the NLF include more than six million publications and other items as well as millions of files. The collections comprise numerous valuable rare books, manuscripts and treasures.

Successful fundraising and the Friends of the NLF have provided important support in acquiring objects of great value and made substantial contributions for digitisation. The NLF's donor relationships, cultural events and network of friends have been a natural part of raising funds for the collections.

The Library has approximately 300 registered friends, who meet once or twice a year under a theme pertaining to the preservation of cultural heritage. The Friends of the NLF organises two or three meetings a year. The themes of these functions are related to topical research conducted with the Library collections and, consequently, to the preservation of the collections and the work done with donated funds.

The mission of the friend activities is to support the Library both ideologically and financially, as well as to expand and consolidate its public relations in order for the Library to better fulfil its task as a national cultural institute.

The NLF is one of the world's most multi-disciplinary national libraries and houses the most comprehensive Slavonic collection outside Russia. The comprehensiveness of the Slavonic collection has even improved in this millennium because of an agreement between Russia and Finland on paying Soviet debt to Finland in the form of remarkable research materials.



## **The National Digital Library Project**

The NLF has been actively involved in several national and international projects with other cultural heritage institutions. The collaboration has, however, intensified in breadth and scope along with the National Digital Library project which was launched by the Ministry of Education in 2008.

The aims of the National Digital Library project are the improvement of availability and usability of the key national information resources of libraries, archives and museums in the information networks, and the development of solutions for the long-term preservation of the digital cultural heritage. The project increases the digitisation and digital availability of information concerning culture and cultural heritage, as well as information and competence relating to long-term preservation. The NLF has the responsibility to develop and maintain the national public interface, which will be available to end users in 2011. Compared to the present situation, the integrated public interface will make it easier to use the services of libraries, archives, and museums.

The tools developed in the project will also be used to aggregate Finnish materials for Europeana, the European Digital Library. The National Digital Library is also tied to the development of state-level architectures, and is also participating in the working group handling that task. The National Digital Library project is a part of the development of national electronic services and infrastructures that is being implemented according to the Government Resolution on the Objectives of the National Information Society Policy 2007–2011.

As there have been significant investments in digitising cultural heritage collections and distributing these materials online, it is of vital importance to preserve the digitised files as well as the born digital material accessible for the future generations. The long-term preservation of materials in digital format requires additional investments in hardware, software and know-how related to long-term preservation. Many archives, libraries and museums have an obligation to preserve materials in digital format for a long period of time.

This obligation can be based on either a law or contracts. So far not a single Finnish archive, library or museum is able to preserve access to its digital materials for the long-term.

Even on an international scale, very few organisations have had sufficient economic and intellectual resources to organise the long-term preservation of materials all by themselves. Therefore the most efficient and possibly the only method to implement reliable long-term preservation of materials in Finland is cooperation in a common long-term preservation system of digital materials for all archives, libraries and museums.

## **Description of the National Repository Library**

In Finland, in addition to the National Library, centralised library services are provided by the National Repository Library which is located in Kuopio. The Repository Library was founded by the Ministry of Education in 1989, and operates directly under the Ministry of Education and Culture to store material received as transfer from research and public libraries and to make it available for use. The function of the National Repository Library is enacted in the Act on the National Repository Library (1078/1988), in the National Repository Library Decree (94/1992) and in the Decree of the Ministry of Education on charges for performances by the National Repository Library (1346/2006).

The evaluation of the National Repository Library in 2005 stated that the operational processes in the Repository Library were highly efficient. Since focusing on its principal duties of storage, cataloguing and interlibrary lending, the Repository Library has been able to successfully provide a service that is both time- and cost-effective. Thus the Repository Library has contributed to the development of the national collections policy of libraries as well as the streamlining of the interlibrary lending system. With respect to its basic services, the Repository Library plays an important role within the library system. It accepts material from libraries and stores it in a manner that makes it rapidly

available to information-seekers in the form of interlibrary loans.

From the perspective of the entire library system, the Repository Library can be considered as an extension of their own premises for library collections. It also facilitates decisions on disposals in libraries and thus impacts on the contents and usability of collections. The services of the National Repository Library are free of charge to customers.

In 2009, the working group of the structural development of higher education libraries envisioned that by 2020, there would be a service unit composed of the National Library and the Repository Library that would produce centralised services for the libraries.



### International Evaluation of the National Library of Finland

## Terms of reference (3.3.2010)

### 1 Background and purposes

The Finnish library network is an essential part of national culture and an example of a comprehensive cooperation network. It comprises the National Library, over 40 university and polytechnic libraries and 342 municipal library systems, which are open to all. Moreover, there are libraries in different administrative units and in business enterprises. In addition to the National Library, centralised library services are also provided by the National Repository Library.

The aim in Finnish information society is to ensure that all citizens have access to printed and electronic cultural and information materials, whatever their place of residence or education. A high level of education and awareness of national culture promote welfare among the population and competitiveness. Libraries see to it that there are high-quality and versatile information services available to the population. The library network provides lending, interlibrary lending, information retrieval and web services, which for the most part are available free of charge to all.

The National Library is the oldest and largest academic library in Finland. It was established as early as 1640 at the Academy of Turku. The National Library is responsible for accumulating, describing, preserving and making available our national publication heritage. It offers unique source material for the humanities and social sciences in particular. The collections of the Library have been designated as the part of the national research

infrastructure. The multidisciplinary historical collections chronicle Finnish history and also constitute a copious information reserve for several other disciplines. The National Library develops national services for all the library sectors and promotes national and international cooperation in the field. It has, and will continue to have, an important role in contributing to the construction of information society and the research infrastructure. The Library is also a cultural institution living in and with contemporary society and carries out research, exhibition and publication activities based on its collection.

The Universities Act of 1997 designated the Helsinki University Library as the National Library. At the time, the Library had already been assigned national duties relating to the maintenance, preservation and overseeing of national heritage in the Legal Deposit Act. These are tasks that the Library has performed ever since 1640; the first statute relating to the deposit of publications was issued under the Swedish rule in 1707. A unit providing automatic information processing services to research libraries, which was attached to the Ministry of Education, was transferred to the Helsinki University Library in the early 1990s. Under the 1998 Universities Act, the National Library was to operate as a national service and development unit for the research libraries and to promote national and international activities in its field.

The duties relating to national services grew with the development of information society. This

consolidated the status of the National Library as a national knowledge centre and a producer of basic services to all the library sectors. These included joint library systems and the National Electronic Library, which acquires digital materials. When the duties assigned to the Library in the Universities Act as the service and development unit for research libraries turned out to be too narrow in practice, it was seen necessary to further enhance the cooperation paradigm of Finnish libraries.

The Library's field of operations was extended by an amendment to the Universities Act, which came into force in August 2006. This amendment was prepared by two committees: the National Library committee 2002, which published its report in early 2003, and the National Library 2002 follow up committee, which published its report in 2006. The latter defined the services to be provided by the National Library for the whole library field.

In this conjunction, the name was changed from 'Helsinki University Library' to 'National Library'. This was intended to clarify the role and status of the Library in international cooperation and underscore the significance of the Library as service organisation for the whole library network. The National Library continues to be responsible for preserving national cultural heritage in its field, maintaining other collections and information service, and disseminating related information. It develops and provides services to polytechnic, public and specialist libraries as well as to university libraries and promotes national and international cooperation. The duties of the National Library as recipient of legal deposits were enlarged in 2008 by the Act on the preservation and deposit of cultural materials to include virtual materials made available to the public on the web.

The National Library is an institution attached to the University of Helsinki. It has a board, which is appointed by the University. Some of the board members are appointed on the proposal of the Ministry of Education. The Ministry allocates funding to the National Library for the national duties and conducts annual negotiations with the Library. The agreement thus concluded is annexed to the agreement between the Ministry and the University of Helsinki.

In recent years, there has been a systematic effort to develop the whole central government, including the universities and other research organisations, in response to the challenges of globalisation and changes in the demographic and industrial structures. The higher education and research field is particularly affected by the structural development of universities and polytechnics and by the new Universities Act. The Act, which came into force on 1 January 2010, made universities independent corporations either under public law or under the Foundations Act. The Universities Act reduced the central government steering of universities, thereby enhancing their power of independent decision-making. The duties and mission of the National Library remained the same in the new Act. The major challenges facing the Library are digitisation and networking.

In summer 2009, a committee on structural development of the higher education libraries recommended that the division of duties between libraries be specified so that local services are the responsibility of the libraries of universities and polytechnics and all services common to the whole library network are concentrated into the National Library.

The National Library has an important role in constructing the national digital library, which serves libraries, archives and museums. The Ministry of Education initiated the national digital library project in order to improve the availability and usability of the electronic materials and services provided by the libraries, archives and museums and to find a solution to the long-term storage of this material. In the national digital library, the National Library is responsible for constructing and maintaining the joint customer interface. The digital library is linked to the overall development of central government architectures. It is also part of the national development of electronic services and infrastructures, which implements the Government Resolution on the aims of national information society policy 2007–2011.

## 2 Evaluation organisation

The organisation for the evaluation comprises an international evaluation panel, a national steering committee and a secretariat, which prepares matters for it.

### 2.1 International evaluation panel

The international evaluation will be performed during 2010 by a panel composed of international experts. The assignment will end in February 2011. The panel has three members who are independent, eminent experts. One of the members is a Finnish expert versed in the operation of Finnish universities and the Finnish research system.

The Ministry of Education has appointed the following persons to the panel:

- Chair: Wim van Drimmelen, former Director General of National Library of the Netherlands
- Member: Gunnar Sahlin, Director of National Library of Sweden
- Member: Eero Vuorio, Director of Biocenter Finland

Anne Lehto, Director of Information Services at the Tampere University Library, acts as expert secretary to the panel.

In addition, the panel may request an opinion on a specific question from an international specialist, where needed.

### 2.2 Steering committee

The Ministry of Education has appointed Director Leena Vestala to chair the steering committee and as members Kai Ekholm, Director and Chief Librarian, National Library of Finland; Ulla-Maija Forsberg, Vice-Rector, University of Helsinki; Eeva-Liisa Lehtonen, Chief Librarian, HSE Library, Aalto University; and Hannu Sulin, Counsellor for Cultural Affairs, Ministry of Education.

### 2.3 Secretariat to the steering committee

The steering committee is assisted by a secretariat composed of Dorrit Gustafsson, Director of

Administration and Development, National Library; Anne Luoto-Halvari, Senior Advisor, Ministry of Education; and Tiina Äärilä, Head of Administration, Helsinki University Library.

## 3 Aims

The aim is to evaluate

- 1 The quality and impact of the National Library services and operations in terms of information society, the academic community, the library sectors and other clientele and
- 2 The effectiveness of the steering, financing and management of the National Library as part of the University of Helsinki and as an institution performing national duties subject to performance steering by the Ministry of Education.
- 3 The evaluation shall devote special attention to assessing how the present operational entity, strategic choices and organisation of the National Library respond to the challenge of preserving and making available the national cultural heritage and to the challenges of future digital and networked information environments. The evaluation shall consider the proposals put forward by the committee on structural development of the higher education libraries to the extent they concern the National Library.

The evaluators shall put forward proposals and recommendations for the development of the National Library, especially as relates to points 1–3 above. In their proposals they are to take into consideration changes in the operational environment, such as expectations directed at digital services and structural and economic changes relating to education and research and to public administration.

## 4 Evaluation panel's tasks, responsibilities and work arrangements

The evaluation will be based on the following reports and studies:

Desk research of materials acquired by the National Library, the University of Helsinki, the expert

secretariat and the steering committee (80% of the work). The materials include the Library's self-evaluation report, materials relating to the operational environment, such as legislation, strategies, agreements and committee reports pertaining to the library system, digitisation, the National Library, the higher education system and the University of Helsinki, and the like.

#### Interviews with the following

- National Library
- University of Helsinki
- Ministry of Education
- representatives of the university, polytechnic and specialist libraries and representatives of public libraries
- Repository Library
- Users of the National Library (libraries/students/researchers)
- Other key stakeholders.

The National Library and the Ministry of Education, together with the expert secretariat, will procure the necessary background information for the site visits, organise the visits and meetings, and assist in the technical publication of the report. The evaluation report will be published in the Ministry of Education series both in print and in an electronic format.

The panel shall submit the draft report containing the key conclusions and recommendations to the steering committee by 14 January 2011. The steering committee will check the draft report to verify the accuracy of the facts by 31 January 2011 so as to enable the panel to correct obvious factual errors. The chairperson of the panel shall approve and sign the final report by 21 February 2011.

The evaluation report will be confidential until the publication date.

## 5 Timetable

The evaluation will proceed according to the following timetable:

May 2010: Background material to the evaluators and fact-finding visit on 24 May 2010

October 2010: Panel meetings and site visits, three days.

February-March 2011: Presentation of the report.

### Members of the International Panel: Biographies

**Dr Wim van Drimmelen (Chair)**, born 1944, citizen of The Netherlands. Former director general of the Koninklijke Bibliotheek, national library of The Netherlands, at The Hague (1991–2008). Served on the boards of a number of international organisations, among which as chair of the European national libraries (Foundation CENL). Was cofounder of Europeana (the European Digital Library), which is hosted by the Koninklijke Bibliotheek. Took part in the government committee that prepared the Dutch contribution to the European Road Map for research infrastructure.

Earlier in his career he served at the Ministry of General Affairs (Prime Minister's Department), where he held the position of director of the Scientific Council for Government Policy.

He was trained as an economist at the Vrije Universiteit in Amsterdam, where he also took his PhD in economics and held the position of assistant professor for a number of years.

Currently he serves on the boards of several institutions, among which the National History Museum, the National Charity Lotteries and the Bibliotheca Philosophica Hermetica in Amsterdam.

**Dr. Gunnar Sahlin** was born in 1946 and appointed as National Librarian of Sweden and Director of the National Library of Sweden 2003. Before he was Director of Stockholm University Library (1996–2003). He was municipal commissioner with various committee assignments for the municipal authorities and county councils (1987–1998). In 1989 he received a doctorate in Literature from the University of Stockholm. Dr. Sahlin has several assignments in national and international boards. He is Vice Chairman of the Swedish School of Library and Information Science at the University College of Borås (2003–), and he was committee member in University of Gotland (2004–2009). He was Treasurer and member of IFLA Governing Board (2005–2009), and now he is Chair of The European Library Management Board (2010–). He holds appointments and assignments in several other foundations, associations and companies. Dr. Sahlin has published books, articles, reviews and web-based lectures concerning the history of literature and issues regarding librarianship. In addition he has delivered numerous lectures and chaired seminars on both a national and international level.

**Professor Eero Vuorio** born in 1948, works currently as the director of Biocenter Finland. After receiving his M.D. and Ph.D. in Turku, he worked as a visiting scientist and professor at the University of Chicago, at the Swiss Federal Technical High School (ETH) in Zürich, and at the University of Texas in Houston. In 1989 he was appointed as professor of Molecular Biology at the University of Turku. In 2003–2009 he worked as the Chancellor of the University of Turku. He has served six years as a Board member of the Academy of Finland and as chair of the Research Council for Health, and six years as the chair of National Advisory Board for Research Ethics. In addition to his domestic expert and administrative tasks, Chancellor Vuorio has had several corresponding duties abroad. These include chairmanship of the European Molecular Biology Laboratory (EMBL) Council and Identification Committee of European Research Council as well as various expert duties at the European Commission, European Science Foundation and the International Bioethics Committee of UNESCO.

**M.A. Anne Lehto** (secretary), born in 1965, currently head of Tampere University Library Department of Health Sciences. She has previously been senior adviser at the Finnish Ministry of Education and Culture, 2006–2007; planning officer of the National Information Literacy Project at the University of Helsinki, 2004–2006; head of Publication Office and information officer at Tampere University Library, 2003–2004; lecturer of Information Retrieval at Tampere University, 2001–2002. She has experience of various library and information service positions since 1988, mostly in Tampere University Library, but also in a corporate company. She is a member of IFLA Continuing Professional Development and Workplace Learning Section and a member of the board of the Finnish Research Library Association.

### Background material

*The structure of the documents is based on CAF Model (The Common Assessment Framework) which has been applied for self evaluation at the National Library in 2010.*

#### 1. Introduction

- 1.1. Universities Act
- 1.2. Act on the Legal Deposit and Preservation of Cultural Materials
- 1.3. Copyright Legislation 2010
- 1.4. Repository Library Act & Decrees
- 1.5. The National Library's Legal Activities
- 1.6. Description of the Legal Deposits Activities
- 1.7. The Actions, Steering and Management of the National Library of Finland
- 1.8. National Library 2002 Follow-up Group. Reports of the Ministry of Education, 2006:1
- 1.9. The National Library of Finland as an Independent Institute of the University of Helsinki
- 1.10. Self-evaluation by the National Library of Finland 2010

#### 2. Strategy & Planning

- 2.1. The Finnish National Library Strategy 2006-2015 & summary. Strategic Framework of the National Library of Finland 2010-2012
- 2.2. Target Program 2010-2012 between the National Library and the University of Helsinki
- 2.3. University of Helsinki's Performance Agreement with Ministry of Education for the Period 2010-2012, appendix concerning the National Library of Finland
- 2.4. Preservation Policy
- 2.5. Collection Development Policy 2009-2015
- 2.6. Digitisation Politics 2010-2020, summary
- 2.6. Digitisation Politics 2010-2020, full version
- 2.7. Information Technology Strategy

- 2.8. Communications Policy 2008-2010, summary. The Target Profile of the National Library of Finland Joint Services and Infrastructure of the National Library and other Libraries
- 2.9. Teaching and Research Environment 2020 - University and Polytechnic Libraries into a Digital Service Network, reports of the Ministry of Education 2009:26
- 2.10. The effects of the National Digital Library project on society and the National Library's operations
- 2.11. The Digital Library of the National Library
- 2.12. National library service unit and its impact on society and library operations
- 2.13. FinELib Strategy 2007-2015. FinELib - Taking science, research, teaching and learning to the top. The Library Institution of the University of Helsinki and its cooperation with the National Library of Finland
- 2.14. Strategic Plan for the University of Helsinki 2010-2012 (see page 39)
- 2.15. Library Development Project Initiated by the Rector Project Group Final Report, 2008
- 2.16. Description of Cooperation and Division of Labour between the Helsinki University Library and the National Library of Finland 2010-2012

#### 3. People

- 3.1. Human Resources Plan 2008-2015, summary
- 3.2. The Skills Development Policy 2009-2015

#### 4. Resources

- 4.1. Financial Report 2009 & Appendix
- 4.2. The National Library in Numbers



## **5. Processes**

5.1. Process Map of the National Library

## **6. People results**

6.1. Human Resources Report 2009

6.2. The Workplace Wellbeing Programme

## **7. Citizen Customer-Oriented Results**

7.1. National Library Network Services User Survey

7.2. National User Survey for Finnish Libraries

7.3. Identifying Customer Needs - FinELib User Survey

7.4. The Research Library Visitors Survey for Local Users in 2009 - Results

7.5. Customer Results for Digital Service

7.6. Evaluation of the Website of the National Library 2009

## **8. Society Results**

8.1. Web Annual Reports 2008 & 2009

8.2. Priority Projects of the National Library 2010-

8.3. The Cultural Activities of the National Library

8.4. Fund-raising

8.5. Media Visibility of the National Library in Finland in 2009

## **9. Key Performance Results**

9.1. Annual Report 2009

9.2. Indicators and Quantitative Goals of the National Library

9.3. National Library Statistics 2002-2009

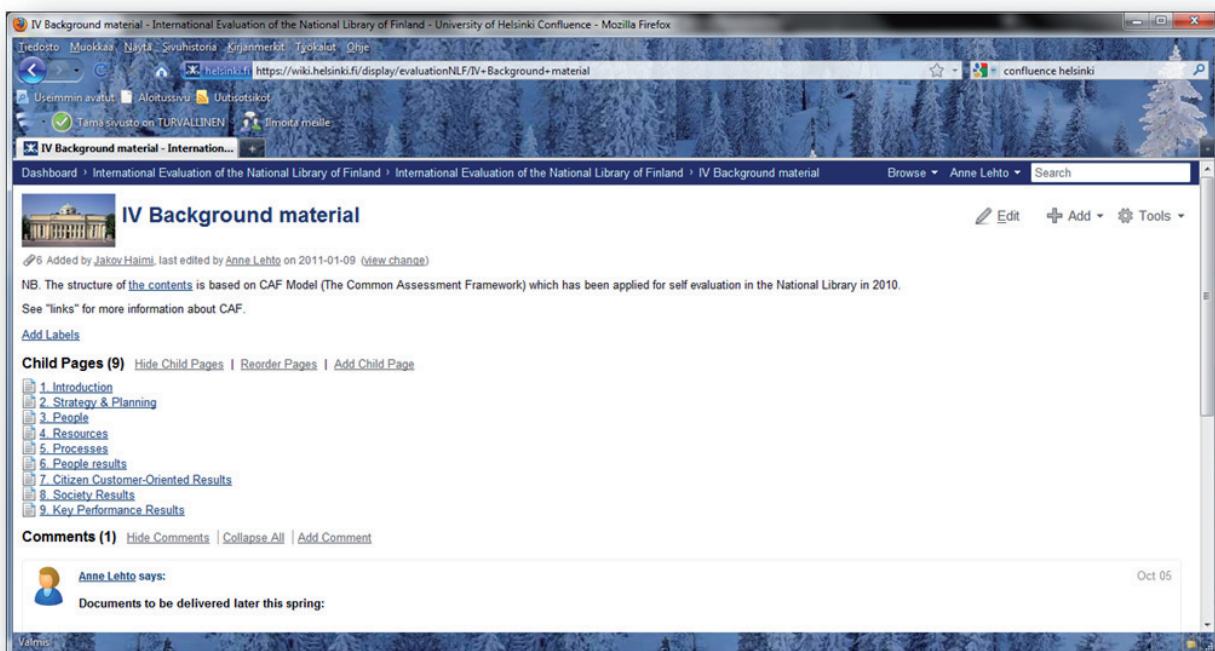
9.4. The Benchmarking Project between Nordic National Libraries 2009

9.5. The Results of Digitisation and Preservation

## *Additional materials:*

- Rules and Regulations
- Digitisation Project, final report
- National Digital Library-project, summary of the Enterprise Architecture
- HUL- Report of an Assessment Panel. UH 2000.
- Follow-up Evaluation of Library and Information Services 2004. UH 2004.
- University of Helsinki's Policies (Research; Leadership, Management and Support Services; Human Resources; Societal Interaction; Development of Teaching and Studies)

## Helsinki University Confluence Wiki platform



### International Evaluation of the National Library of Finland

#### Sunday 23 May 2010

15.20-16.05	Arrival at Helsinki-Vantaa airport
16.30-17.00	Taxi from the airport / Marianne Österberg
17.15	Check in at Hotel Scandic Grand Marina
19.00-21.00	Dinner hosted by Director and Chief Librarian Kai Ekholm

#### *Secretariat to the Steering Committee*

Director of Administration and Development Dorrit Gustafsson, National Library

Senior Advisor Anne Luoto-Halvari, Ministry of Education and Culture

Head of Administration Tiina Äärilä, Helsinki University Library

#### Monday 24 May 2010

Morning 8.30-12.15: A joint meeting with the Panel and the Steering Committee

Place: Ministry of Education and Culture, Meritullinkatu 1, room: Simeoni

#### Participants

##### *The Panel*

Former Director General, Wim van Drimmelen, National Library of the Netherlands (Chair)

Director Gunnar Sahlin, National Library of Sweden (member)

Director Eero Vuorio, Biocenter Finland (member)

Director of Information Services Anne Lehto, Tampere University Library (secretary)

##### *The Steering Committee*

Director Leena Vestala, Ministry of Education and Culture (Chair)

Director and Chief Librarian Kai Ekholm, National Library

Vice-rector Ulla-Maija Forsberg, University of Helsinki

Chief Librarian Eeva-Liisa Lehtonen, HSE Library, Aalto University

Counsellor for Cultural Affairs Hannu Sulin, Ministry of Education and Culture

8.00	Pick up from the Hotel / Marianne Österberg Coffee
8.30-8.45	Welcome and a short review of the Terms of Reference / Director Leena Vestala
8.45-9.15	Presentation of the participants
9.15-10.15	Presentation of background materials / Secretariat
10.15-10.45	Presentation of the Finnish library network / Anne Lehto
10.45-11.00	Discussion
11.15-12.15	Lunch (Ministry of Education and Culture, Kultakabinetti)
12.15-12.30	Walk to the National Library
12.30-13.00	A guided tour in the National Library premises
13.15-15.00	Presentation of the National Library / Kai Ekholm
15.00-16.00	Meeting of the Panel

## Site visit & interview programme October 2010

All interviews were conducted in Fabiania Meeting Room, Yliopistonkatu 1.

	Monday 25 October	Tuesday 26 October	Wednesday 27 October	Thursday 28 October
8.15–9		(Tu1) Interview: Director of the National Library <i>Kai Ekholm</i>	(We9) Interview: Researchers <i>Ben Hellman</i> <i>Tuomas Heikkilä</i> <i>Aila Lauha</i> <i>Jyrki Nummi</i>	(Thu17) Interview: Ministry of Education and Culture Dept. for Education and Science Policy, Division for Higher Education and Science/Research & National Digital Library Secretary General from the Ministry of Education and Culture <i>Leena Vestala</i> <i>Annu Jylhä-Pyykönen</i> <i>Anne Luoto-Halvari</i> National Digital Library, <i>Minna Karvonen</i>
9–9.15		break	break	break
9.15–10		(Tu2) Interview: Chair of the Board of the National Library Professor <i>Hannu Niemi</i>	(We10) Interview: Staff of the National Library <i>Harri Ahonen</i> <i>Peikka Heikkinen</i> <i>Minna Kaukonen</i> (Esa-Pekka Keskitalo), cancelled <i>Ere Majjala</i> <i>Marja-Liisa Seppälä</i> <i>Arja Tuulinieni</i>	(Thu18) Interview: Students <i>Tiina Arppe</i> <i>Sari Kivistö</i> <i>Jaakko Tahkokallio</i> <i>Jukka Tiilikainen</i> (Irja Vesikko) cancelled
10–10.15		break	break	break
10.15–11		(Tu3) Interview: Collaboration with memory organisations and other partners: The National Archives Service <i>Jussi Nuorteva</i> The National Board of Antiquities <i>Juhani Kostet</i> CSC – IT Center for Science <i>Pirjo-Leena Forsström</i> The City of Mikkeli (Sune Lehtonen) cancelled	(We11) Interview: University libraries <i>Arja-Riitta Haarala</i> <i>Mirja Iivonen</i> <i>Päivi Kytömäki</i> <i>Vuokko Palonen</i> <i>Ari Muhonen</i>	(Thu19) Interview: Staff of the National Repository Library <i>Tommi Salakka</i> <i>Sirpa Janhonen</i>
11–11.15		break	break	break
11.15–12		(Tu4) Interview: Ministry of Education and Culture, Dept. for Education and Science Policy (governance): Director General <i>Sakari Karjalainen</i>	(We12) Interview: Ministry of Education and Culture, Dept. for Education and Science Policy (governance): Director <i>Anita Lehtikainen</i>	lunch & Panel work
12–12.15		break	break	break

12.15–13.15		lunch	(We13) Interview: Management of the National Library, 4 directors: <i>Dorrit Gustafsson</i> <i>Majlis Bremer-Laamanen</i> <i>Kristiina Hormia-Poutanen</i> <i>Liisa Savolainen</i>	12.15–13 Reporting discussion with Kai Ekholm  13–13.15 Break
13.15–14		(Tu5) Interview: Ministry of Education and Culture, Dept. for Cultural, Sport and Youth Policy, Division for Cultural Policy together with a representative from the Central Library of Finnish public libraries <i>Jukka Liedes</i> <i>Hannu Sulin</i> <i>Barbro Wigell-Ryynänen</i> <i>Maija Berndtson</i> Helsinki City Library	lunch	(13.15–13.45) Reporting discussion with the Chair of the Steering Committee, Director <i>Leena Vestala</i>  Closure Departure to the airport.
14–14.15		break	break	
14.15–15		(Tu6) Interview: University of Helsinki Administration: <i>Ulla-Maija Forsberg</i> <i>Kari Suokko</i> <i>Camilla Österberg-Dobson</i>	(We14) Interview: Other library sectors <i>Sinikka Luokkanen</i> <i>Hanna Lahtinen</i> <i>Jarmo Saarikko</i> <i>Inkeri Näätsaari</i>	
15–15.15		break	break	
15.15–16		(Tu7) Interview: University of Helsinki Library: <i>Kaisa Sinikara</i> <i>Pirjo Rajakiili</i> <i>Päivi Kaiponen</i> <i>Tiina Äärilä</i> ( <i>Pauli Assinen</i> ) cancelled	(We15) Interview: Friends of the National Library <i>Ilkka Paatero</i> <i>Jukka Sarjala</i> ( <i>Riitta Uosukainen</i> ) cancelled	
16–16.15		break	break	
16.15–17	Arrival	(Tu8) Interview: Director of the National Repository Library <i>Pentti Vattulainen</i>	(We16) Interview: Media <i>Olli Tuuteri</i> <i>Heikki Hellman</i> <i>Rauno Endén</i>	
17–17.15		break	break	
17.15–18		Summary	Summary	
Evening:	18.30 Closed meeting/ dinner of the Panel + secretary	19.00 Dinner hosted by Univ. of Helsinki	19.00 Closed meeting/ dinner of the Panel + secretary	

### International evaluation of the NLF

#### List of persons interviewed by the Panel 26.–28.10.2010

*Ahonen Harri*, Librarian, National Library  
*Arppe Tiina*, Academic Research Fellow, University of Helsinki  
*Berndtson Maija*, Director, Helsinki City Library  
*Bremer-Laamanen Majlis*, Director, National Library  
*Ekholm Kai*, Director and Chief Librarian, Professor, National Library  
*Endén Rauno*, Publishing Manager, Finnish Literature Society  
*Forsberg Ulla-Maija*, Vice-Rector, University of Helsinki  
*Forsström Pirjo-Leena*, Director, CSC - IT Center for Science  
*Gustafsson Dorrit*, Director, National Library  
*Haarala Arja-Riitta*, Library Director, Tampere University of Technology  
*Heikkilä Tuomas*, Docent, University of Helsinki  
*Heikkinen Pekka*, Legal Counsel, National Library  
*Hellman Ben*, Senior Lecturer, University of Helsinki  
*Hellman Heikki*, Journalist, Helsingin Sanomat  
*Hormia-Poutanen Kristiina*, Director, Deputy National Librarian, National Library  
*Iivonen Mirja*, Chief Librarian, Tampere University Library  
*Janhonen Sirpa*, Planning Officer, National Repository Library  
*Jylhä-Pyykönen Annu*, Counsellor of Education, Ministry of Education and Culture  
*Kaiponen Päivi*, Library Director, Helsinki University Library  
*Karjalainen Sakari*, Director General, Ministry of Education and Culture  
*Karvonen Minna*, Secretary General, Ministry of Education and Culture  
*Kaukonen Minna*, Special Planner, National Library  
*Kivistö Sari*, Deputy Director of Collegium for Advanced Studies, University of Helsinki  
*Kostet Juhani*, Director General, National Board of Antiquities  
*Kytömäki Päivi*, Chief Librarian, Oulu University Library  
*Lahtinen Hanna*, Head of Information Services, Laurea University of Applied Sciences  
*Lauha Aila*, Dean, Professor, University of Helsinki  
*Lehikoinen Anita*, Director, Ministry of Education and Culture  
*Liedes Jukka*, Director, Ministry of Education and Culture  
*Luokkanen Sinikka*, Information Service Manager, HAMK University of Applied Sciences  
*Luoto-Halvari Anne*, Senior Adviser, Ministry of Education and Culture  
*Majjala Ere*, Data System Specialist, National Library

*Muhonen Ari*, Director, Aalto University Library  
*Niemi Hannu*, Professor, University of Helsinki  
*Nummi Jyrki*, Professor, University of Helsinki  
*Nuorteva Jussi*, Director General, National Archives Service  
*Näätsaari Inkeri*, Director, Turku City Library  
*Paatero Ilkka*, Member of the Friends of the National Library Network  
*Palonen Vuokko*, Library Director, Tritonia  
*Rajakilli Pirjo*, Library Director, Helsinki University Library  
*Saarikko Jarmo*, System Analyst, Knowledge Specialist, Finnish Forest Research Institute Metla  
*Salakka Tommi*, Library Assistant, National Repository Library  
*Sarjala Jukka*, Member of the Friends of the National Library Network  
*Savolainen Liisa*, Director, National Library  
*Seppälä Marja-Liisa*, Librarian, National Library  
*Sinikara Kaisa*, University Librarian, Professor, Helsinki University Library  
*Sulin Hannu*, Counsellor for Library Affairs, Ministry of Education and Culture  
*Suokko Kari*, Head of Administration, University of Helsinki  
*Tahkokallio Jaakko*, Postgraduate Student, University of Helsinki  
*Tiilikainen Jukka*, Postgraduate student, University of Helsinki  
*Tuuliniemi Arja*, Head of the FinELib unit, National Library  
*Tuuteri Olli*, Partner Manager, BTJ  
*Vattulainen Pentti*, Director, National Repository Library  
*Vestala Leena*, Director, Ministry of Education and Culture  
*Wigell-Ryynänen Barbro*, Counsellor for Library Affairs, Ministry of Education and Culture  
*Äärilä Tiina*, Head of Administration, Helsinki University Library  
*Österberg-Dobson Camilla*, Financial Planning Manager, University of Helsinki

There were 19 interview sessions with a total of 57 persons interviewed.

The number of interviewees ranged between 1–6 per session. About 74 % of the interviews were conducted as group interviews. Almost half (28 people) of the total of 57 interviewees were interviewed in groups of four people.



## Opetus- ja kulttuuriministeriön julkaisuja -sarjassa vuonna 2011 ilmestyneet

- 1 Toiminta- ja taloussuunnitelma 2012–2015
- 2 Tutkimuksen tuottavuuden kehitys Suomen yliopistoissa
- 3 Valtion liikuntaneuvoston arvioinnit 2010
- 4 Tieto käyttöön. Tiekartta tutkimuksen sähköisten tietoaaineistojen hyödyntämiseksi
- 5 Report on Cultural Exports 2008
- 6 Terveyttä edistävä liikunta kunnissa; Perusraportti 2010
- 8 Valtioneuvoston selonteko kulttuurin tulevaisuudesta/Statsrådets redogörelse om kulturens framtid
- 9 Opetustoimen henkilöstökoulutus osaamisen voimavarana. Muistio opetustoimen henkilöstökoulutuksen hyviin käytänteisiin ja kehittämistoimiin
- 10 Korkeakoulut 2010
- 12 Kansainvälisten julkaisu- ja viittaustietokantojen käyttö suomalaisen tiedepolitiikan suunnittelun apuna
- 13 Kasvaminen maailmanlaajuiseen vastuuseen



Opetus- ja kulttuuriministeriö

Undervisnings- och kulturministeriet

Ministry of Education and Culture

Ministère de l'Éducation et de la culture

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